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MEMORANDUM FOR: The Director of Personnel

SUBJECT : Comments on Selected Paragraphs of the Inspector General's Report on the Office of Training

1. Pursuant to your instructions, pages 76 through 92 of the Inspector General's report on the Office of Training were reviewed, and comments made on those paragraphs which are under the purview of this Staff. Paragraph numbers and comments are set forth below:

Paragraph F 2 (k)

The report states that GS-7 is now the standard entrance grade and GS-9 is generally granted at graduation from the JOTP two years later. Under a policy established in mid-1959, JOT trainees, while in the program, are eligible to progress at one grade intervals from GS-7 to GS-10 every eight months. Of those members of the class of 1958 (i.e. hired in calendar year 1958) remaining in the program, approximately 80% were, as of 1 September 1960, GS-10. Between 30 June 1960 and 15 October 1960, nineteen (19) reassignments were made from the JOTP to the CSCS: 1 GS-9; 13 GS-10's; and 5 GS-11's. It is anticipated that eleven (11) more GS-9's, 16 more GS-10's, and 1 more GS-11 will be assigned to the CSCS in the remainder of FY-61. It is recommended that the promotion policy for JOT's be reviewed and revised as soon as possible.

Paragraph F 3 (a)(4)

As presently constituted, the nature and complexity of the hiring process would make it very difficult for a panel to review candidates in the manner suggested. Two trips to Washington are now required prior to the trip for entrance on duty. To have line representation participation through a panel would necessitate a third trip or otherwise would be very awkward, confusing, and would impinge greatly on the responsibilities of JOTP personnel.

Paragraph F 3 (b)

Agency Sponsorship of JOT Military Duty

The policy of the United States Government both with regard to private and Governmental employment has been not to discriminate against anyone for employment who has a military obligation to complete. The IG says in his report that the JOT military programs have been expensive in loss of time from intelligence training and in the high attrition suffered. It is believed that the Agency and JOT must hire top quality personnel who have

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who have an unfulfilled military obligation, whether they are reserve officers or draft eligible, for reasons of national employment policy and so that the reserve commission [] The Agency-sponsored military programs demand a very high calibre individual and the outstanding military record of the large majority who have entered these programs attest to a compensating gain. If it is Agency policy to hire persons with a military obligation ahead of them, it is a gain to the Agency to have them return to Agency duties and responsibilities as a part of their military training.

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Paragraph F 3 (e)

Attrition among JOT's

The report states that there is no systematic program for review of JOT careers and identification of adjustment problems before they mature to the point of resignation. The Director of Personnel has a management development review program for graduate Junior Officer Trainees and others. A panel of representatives of the Office of Training, the Medical Staff and the Office of Personnel meet weekly to review such cases. In addition, the Director of Personnel, on a continuing basis, conducts interviews of selected persons representative of various segments of the Agency. Personnel and Career Management Officers throughout the Agency also are in a position to systematically review such matters.

Paragraph F 3 (e)(2)

The report states that there has been a severe attrition amounting to 20% per year among JOT's in training. This statistic is not borne out by the experience of fiscal years 1958, 1959 and 1960. The trainee attrition rates during these years are 13.5%, 13.8%, and 9.4% respectively.

Paragraph F 3 (e)(3)

More significant attrition statistics than the overall statistics contained in this paragraph are those for the past three fiscal years, 1958, 1959, and 1960, which were 3.2%, 4.3% and 4.6% respectively for all JOT graduates. These rates are approximately the same as the rates for all Agency males or Clandestine Services males of comparable age groups.

Of further significance is the percentage breakdown by grade for those same fiscal years as shown below for the Clandestine Services Career Service.

Grade	No.	CSCS JOT Graduates						No.	Resig.	%
		FY-1958			FY-1959					
		No.	Resig.	%	No.	Resig.	%			
09	31	0	0%		54	3	6%	53	6	11%
11	50	1	2%		59	3	5%	54	4	7%
12	28	1	4%		50	0	0%	56	0	0%

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There was a total of four resignees among JOT graduates in the DD/I and DD/S at grades 9, 11, and 12 and above during these fiscal years. The overall attrition rate is low, and that for grade GS-12 and above is particularly noteworthy.

Paragraph F 3 (e)(4)

The report states that the patterns of JOT career adjustment in CSCS may be expected to change considerably as the population of graduate JOT's in CSCS increases and the JOT careerist begins to compete for senior grade jobs. The report also states that in the DD/P there are a number of questions here which will require forthright coordinated answers if JOT graduates are not to walk the halls trying haphazardly to achieve personal solutions. This context connotes two impressions which it is not thought should be associated with members of any career service, particularly the Clandestine Services. The first is that of paternalism; the second that the graduate JOT in the Clandestine Services is a breed apart from the other members of the CSCS, and that he should be treated any differently. Both of these concepts should be dispelled. What about the people who have been and are now competing for senior jobs? Is there any concrete evidence to show that the graduate JOT at the intermediate grades today is superior to his non-JOT contemporary? No one, JOT or otherwise, should have to "walk the halls trying haphazardly to achieve personal solutions".

2. Additionally, the SSA/DDS requested that this Staff comment with regard to the last sentence in paragraph III B (10), "CIA recruited in excess of 800 clerical personnel during 1959 and could expect, according to current experience, to have the average clerical employee resign after only 18 months of service." The length of service of approximately one half of those persons grades GS-1 through GS-6 who resigned during calendar years 1957, 1958, and 1959 was ~~approximately~~ 18 months, whereas the other half was over 18 months. This does not take into consideration the length of service of those persons who did not resign, nor of those who were hired at lower grades and later were promoted to GS-7 and above, and are still with the Agency. The actual attrition rate for these same years was 24.5%, 21.4%, and 22.6% which would indicate a considerably longer length of service expectancy for the average clerical new hire.

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Chief, Plans Staff

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